

Message Text

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FOR BULLEN

FOLLOWING REPEAT STATE 239407 ACTION ABIDJAN DAKAR NIAMEY
YAOUNDE ACCRA KINSHASA LAGOS MONROVIA RABAT 06 DEC

QUOTE

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AIDAC

ABIDJAN FOR REDSO

FOR DIECTORS AND ADO'S. RABAT PASS LYMAN.

E.O. 11652:N/A

SUBJECT: ABIDJAN MEETING

REFERENCE: STATE 236069

FOLLOWING SUGGESTED TOPICS FOR DISCUSSION UNDER REFTTEL

AGENDA ITEM D FRIDAY:

I. PROJECT DESIGN

A. USAIDS AND ADOS ARE RESPONSIBLE FOR RECOMMENDING

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TO AID/W THOSE ACTIVITIES TO BE UNDERTAKEN IN PROGRAM.

B. GEOGRAPHIC OFFICES, USAIDS AND ADOS HAVE PROJECT MANAGEMENT RESPONSIBILITY.

C. DS AND REDSO ROLE FOR COORDINATION OF PRE-DESIGN AND DESIGN ACTIVITIES INCLUDING BOTH CAPITAL AND TECHNICAL ASSISTANCE ASPECTS OF PROJECTS.

(1) GOS, USAIDS AND ADOS HAVE RESPONSIBILITY FOR ASSURING DESIGN IS UNDERTAKEN. GENERALLY SPEAKING, DS AN REDSO WILL COORDINATE AND CARRY OUT THE DESIGN. WHILE ON OCCASION USAIDS AND ADOS MAY DO THE DESIGN, THEY WILL NOT NORMALLY BE STAFFED TO PERFORM THIS FUNCTION.

(2) DESIGN PROCESS REQUIRES COOPERATIVE EFFORT.

D. IMPORTANCE OF CARRYING OUT PROJECT WITHIN PARAMETERS OF APPROVED PROJECT DESIGN AS CONTAINED CAP AND LOAN AGREEMENT.

E. EVALUATION. REDSO AND GEOGRAPHIC FIELD OFFICES SHOULD BE ALERT TO POSSIBLE NEED FOR EVALUATION OF PROJECTS IN MID-COURSE WHERE RE-DESIGN MAY BE REQUIRED OR DESIRABLE TO ACHIEVE ORIGNAL OR ESTABLISH NEW OBJECTIVES.

II. IMPLEMENTATION

A. CAPITAL ACTIVITIES

(1) AS WE MOVE TOWARD GREATER ACTIVITY IN THE AREA OF SECTOR ASSISTANCE, WILL IT INCREASE OUR PROBLEMS IN THE IMPLEMENTATION OF THESE PROGRAMS?

(A) HOW DO THE IMPLEMENTATION PROBLEMS CONNECTED WITH SECTOR LOANS DIFFER FROM PROJECT LOAN IMPLEMENTATION PROBLEMS?

(B) WHAT ARE MAJOR POLICY CONSIDERATIONS IMPEDING SECTOR LOAN IMPLEMENTATION?

(C) HAVE PAST SECTOR LOANS BEEN PREMATURELY AUTHORIZED?
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(D) IN EXPEDITING IMPLEMENTATION WE SHOULDN'T LOSE SIGHT OF THE OBJECTIVE OF THE ACTIVITY BUT AT THE SAME TIME WE MUST BE CONCERNED ABOUT DISBURESEMENT.

(2) WHAT PROCEDURES ARE IN NEED OF REVIEW TO FACILITATE BETTER MANAGEMENT OF CAPITAL PROJECTS?

(3) IS THERE NEED TO FORMALIZE THE PROJECT COMMITTEE CONCEPT IN THE FIELD? THE PROCEDURE NOW USED IN AID/W.

(4) ROLE OF GEOGRAPHIC FIELD OFFICES AND REDSO IN IMPLEMENTATION.(A) TEAM OR PROJECT COMMITTEE APPROACH;(B) APPROPRIATE UTILIZATION OF REDSO EXPERTISE;(C) FUNCTIONS OF PROJECT MANAGERS.

B. GRANTS (NON-CAPITAL ASSISTANCE)

(1) IN THE REGIONAL PROGRAM, THE INSTRUMENT TO CONSUMMATE A GRANT IS USUALLY A GRANT AGREEMENT. OTHER PROGRAMS, PARTICULARLY BILATERAL, UTILIZE THE PROJECT AGREEMENT. SOME FEEL THE GRANT AGREEMENT ROUTE DOES NOT OFFER PROPER CONTROLS.

(A) WHAT ARE THE CONSTRAINTS IN USING THE GRANT AGREEMENT IN REGIONAL PROGRAMS VIS-A-VIS THE PROJECT AGREEMENT?

(2) HOW CAN WE TIGHTEN UP PROCEDURES RELATING TO MANAGEMENT OF GRANT PROJECTS? (A) HOST COUNTRY COMPLIANCE; (B) FIELD COORDINATION; (C) REPORTING; (D) AID/W INPUTS.

(3) HOW DO WE INSURE CROSS-FERTILIZATION OF PROJECT CONCEPTS THROUGHOUT CENTRAL AND WEST AFRICA?

(4) IS THE FIELD PROJECT COMMITTEE CONCEPT VIABLE FOR GRANTS?

(5) HOW DO WE ASSURE MONITORING OF GRANT AGREEMENT EXPIRATION DATES?

(6) IS THERE A DIFFERENCE IN USAID, ADO AND REDSO RELATIONSHIPS ON GRANT ACTIVITIES AS OPPOSED TO LOANS?
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III. ARE EXISTING DELEGATIONS ADEQUATE?

A. CAPITAL ASSISTANCE

(1) REDSO HAS AUTHORITY TO:

(A) NEGOTIATE CAPITAL ASSISTANCE GRANT AND LOAN AGREEMENTS

(B) IMPLEMENT CAPITAL ASSISTANCE GRANT AND LOAN AGREEMENTS.

B. DEVELOPMENT GRANTS (NON-CAPITAL ASSISTANCE)

(1) BILATERAL MISSIONS HAVE AUTHORITY TO NEGOTIATE AND SIGN PROGRAM AGREEMENTS WITHOUT APPROVAL BY AID/W.

(2) ADOS HAVE AUTHORITY TO NEGOTIATE BUT CAN ONLY SIGN FOLLOWING AID/W APPROVAL.

(3) BOTH BILATERAL MISSIONS AND ADOS HAVE FULL AUTHORITY TO IMPLEMENT PROJECTS.

IV. GENERAL

A. IS THE SYSTEM FOR AID/W BACKSTOPPING OF REDSO ADEQUATE?

(1) GENERAL SUPERVISION BY AA/AFR.

(2) DESIGN BACKSTOPPING BY AFR/DS.

(3) ADMINISTRATIVE BACKSTOPPING BY AFR/DS, AFR/EMS AND SER/FM.

(4) IMPLEMENTATION BACKSTOPPING BY DESKS.

B. WHAT CAN WE DO TO ACCELERATE ACTIONS ON COMMUNICATIONS?

(1) IN AID/W; (2) IN FIELD.

C. IS THERE CONFUSION ON THE PART OF HOST GOVERNMENTS AND EMBASSIES CONCERNING USAID, ADO AND REDSO ROLES?

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D. IS THERE A CONFLICT BETWEEN FIELD AND AID/W APPROACH WITH RESPECT TO PROCEDURES, RESPONSIBILITIES AND POLICY ISSUES?

E. IS REDSO ADEQUATELY STAFFED TO DO WHAT AID/W EXPECTS OF IT?

F. IS AID/W GETTING ADEQUATE REPORTING FROM THE FIELD? CONVERSELY, IS THE FIELD BEING PROPERLY INFORMED OF ACTIVITIES TAKING PLACE IN AID/W?
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